

Evaluation and management of common upper extremity Business:

Article in International Journal of Management and Social Sciences · October 2019

CITATION

1

2

READS

1,366

authors: Rohde, R. S., Millett, P. J., & Millett, P. J., Peter J. (2011)

20 PUBLICATIONS 22 CITATIONS

SEE PROFILE

15 PUBLICATIONS 11 CITATIONS

SEE PROFILE

Some of the authors of this publication are also working on these related projects:

Research Management and Policy Landscapes: A Case Study of Higher Tertiary Institutions in Namibia [View project](#)

All content following this page was uploaded by Lovemore Matipira on 09 October 2019.

The user has requested enhancement of the downloaded file.

Int. j. econ. manag. soc. sci., Vol(6), No (1), March, 2017. pp. 8-10



TI Journals

International Journal of Economy, Management and Social Sciences

www.tijournals.com

ISSN:

2306-7276

Copyright © 2017. All rights reserved for TI Journals.

Evaluation and management of common upper extremity Business:

*

*Monitronic Success College, Australian Institute of Business***Lovemore Matipira***International University of Management, Affiliation, Australian Institute of Business**Corresponding author: doctormagaisa@gmail.com**Keywords**

Strategies
 Strategy Evaluation and Control
 Strategy Implementation
 Strategic Management

Abstract

This paper is intended to unlock the importance of strategy evaluation and control in Manufacturing Small and Medium Enterprises (SMEs) in business. Strategies are specifically designed to outwit the opponents hence the need to apply strategic management processes in organisations. The sample size of this research paper consisted of 1 000 SMEs located in 5 out of a total of 10 Zimbabwean Provinces, namely Bulawayo Metropolitan, Harare Metropolitan, Matabeleland North, Matabeleland South and Midlands. The research instrument used was the self-administered questionnaire. Data collected was analysed using both inferential and descriptive statistical tools. Results obtained from the study revealed that strategic management is not fully practiced in these SME organisations and the fact that strategic management is not in full operation simply point out that strategy formulation is not done. The paper recommended the use of strategy evaluation and control to ascertain whether the strategies chosen have been properly implemented and if not, any corrective measures that might be needed to enable the strategies to be effected would be taken.

1. Introduction

Strategy evaluation and control systems are an important component of the strategic management process as this process assists in monitoring changes in the environment and this facilitates the timely adjustments to the vision, objectives and strategy. According to (Wheelen and Hunger, 2003:242) strategy evaluation and control ensures that an organization is achieving what it set out to accomplish. A strategy evaluation and control system monitors how the organisation is performing relative to its strategic plan and this ensures that an organisation stays on track in its strategy implementation efforts. Sterling (2003:33) states that effective corporate strategy implementation requires continual monitoring of progress of the competitive environment, of customers satisfaction and of the financial returns generated by the strategy. Sterling concludes by emphasizing that monitoring is meaningless if it is not accompanied by accountability and change when change is warranted.

2. Literature Review

Wheelen & Hunger (2003:242) argue that an evaluation and control process must be put in place during strategy implementation stage in order to ensure that the set strategic objectives are accomplished (Figure 1). Lynch (1997:692) notes that for successful corporate strategy implementation, there is need to monitor the main elements of strategy and its objectives. They further argue that strategy evaluation and control process has five distinct steps as depicted in figure 1 below.

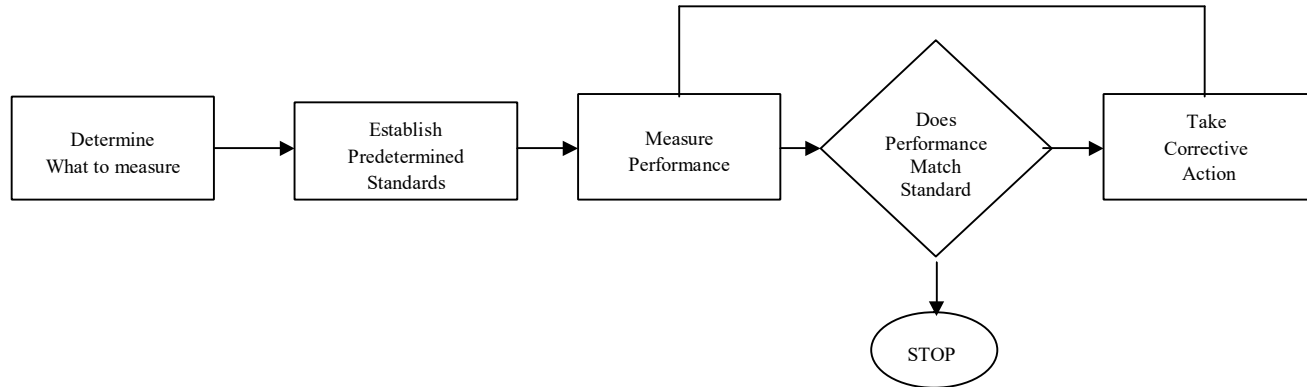


Figure 1. evaluation and control process

Source: Wheelen & Hunger (2003:242); 8th Ed Strategic Management and Business Policy: Pearson Education, India

International Journal of Economy, Management and Social Sciences Vol(6), No (1), March, 2017.

According to Stahl and Grigsby (1997:276) strategy evaluation control systems monitor the main elements of strategy and entail the evaluation of the appropriateness of the objectives and the strategies, as well as subsequent control of performance. At the operational control level, the system accepts the objectives and attempts to control operations in accordance with the plan. The crucial point for both systems is that information should be made available to the decision makers in time for them to be able to take corrective action. Information from the monitoring and control systems can be used to assess resource allocation, monitor progress during implementation stage and to evaluate the performance of individual managers as they go about achievement of their implementation tasks. Information generated from the monitoring and control system can be used to validate the assumptions and projections that were made during the strategy formulation stage and also to monitor the environment for significant changes. The information can also provide a feedback mechanism that can be used to fine tune the strategy implementation process.

Strategy implementation is unlikely to achieve desired outcomes if there are no implementation plans in place. Carrol (2003:32) stresses that strategies must be implemented through goal setting and review processes during that “goals help to focus attention on the activities and results needed to achieve certain ends”. To this end, organisations should develop implementation plans detailing who will do what and when. The progress on the attainment of objectives set out in the implementation plans should be reviewed periodically. This involves performing a full – scale review of the strategy periodically at pre – scheduled intervals. The objective of the reviews is to make necessary changes to the strategy if the assumptions made during the planning stage do not hold on the wide scope of the process; the frequency of such reviews is usually limited to once in one or more years.

3 Research Methodology

The research design applied was motivated by the exploratory nature of the study. The Qualitative approach was used on the paper write up and the quantitative approach was applied on data analysis through SPSS. The SMEs in 5 Provinces out of a total of 10 Provinces in Zimbabwe were selected through stratified random sampling technique as follows:-

• Harare Metropolitan	400
• Bulawayo Metropolitan	300
• Bulawayo North	100
• Bulawayo South	100
• Midlands	100

A total of 1 000 self-administered questionnaires were sent to owner/managers and their employees. The employees’ responses were used to validate the responses of the owner/managers. The return rate of 100% on the return of the research instrument was achieved due to constant follow ups made up by the researcher.

4. Results and Discussion of Findings

Inferential and descriptive statistical tools of analysis were applied in this paper to analyze data from the field. Of the 1 000 respondents 52% were male and 48% were women. The respondents in the 20-29 years age group constituted 16%, 30-39 years 50%; those in the 40-49 years age group were 32% and those in the 50 years and above age group were only 2%. Marital status of the respondents is that 72% of the respondents were married, 22% were single and 6% were widowed. The sample indicated a relatively well educated sample of respondents with 64% of the respondents having done "O" Level; 30% had done "A" Level, 4% had first degrees and 2% had Master's Degrees and above. SMEs that had operated for a period of 1-5 years were 84%, whilst those in the 6-10 years were 2% and those who had operated for 11 years and above were 14%. The SMEs that had 1-5 employees were 88%, whilst those with 6-10 employees were 4% and those with 11 employees and above constituted 8%.

The respondents were asked whether they applied formal strategic management in their organisations; only 2% indicated that they applied formal strategic management in their organisations; and these were the only ones employing strategy implementation whilst the 98% who did not apply formal strategic management did not employ strategy implementation. This would adversely affect the SME growth, expansion and viability due to poor planning.

Table 1. Statistical Results below support the importance of the use of strategic management in these organisations.

<i>One Way Anova Statistics Results</i>					
Parameter	Sum of squares	df	Mean Square	F	Sig
Strategy Evaluation & Control	6.267	1:998	6.267	469.060	.000

International Journal of Economy, Management and Social Sciences Vol(6), No (1), March, 2017.

The above One-Way Anova confirms that there was a significant effect of independent variable: strategy evaluation and control, on dependent variable: formal strategic management application, at the $p < .05$ level [$F(1, 998) = 469.06$, $p = < .01$]. The results indicated that 98% of the respondents do not practice strategy evaluation and control as only 2% of the respondents indicated that they practiced. Formal strategic management is vital if SME organisations have to survive and face stiff competition at the global markets as well as local markets dominated by large corporations. The above results indicate the reasons why these manufacturing SMEs are not flourishing. It is therefore expedient that these SMEs embrace formal strategic management processes for their survival and ability to have the competitive edge over their rivals.

5. Conclusion

The hostile economic business environment in Zimbabwe is one of the determining factors that should prompt SMEs to formulate and implement strategies if they are to survive stiff competition at the global markets as well as local markets dominated by the large corporations. SMEs owner/managers have to be innovative and need to come up with strategies that can outwit the opponents for them to survive and gain potential markets. This paper encourages SMEs to adopt the application of strategic management processes.

References

- Carrol, S. 2000. Managing Strategy Implementation: U.K. Blackwell Publishers Ltd.
- Lynch, R. 1997. Corporate Strategy: London, Pitman Publishing.
- Stahl, J. and Grigsby, D.W. 1997. Strategic Management: Total Quality and Global Competition. U.S.A. Blackwell Business.
- Sterling, J. 2003. Translating Strategy into Effective Implementation: Dispelling Myths and Highlights What Works. Strategy and Leadership Journal. 31 (13).
- Wheelen, T.L. & Hunger, J.D. 2003. Concepts in Strategic Management and Business Policy: Pearson Education.

